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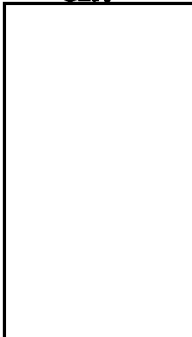
HRPS/OP

AGENCY ATTRITION REVIEW
(OCTOBER 1978 - MARCH 1983)

INTRODUCTION

1. The attached information on Agency attrition cannot be viewed in simplistic terms. As an example, Agency attrition is much lower than Federal attrition:

GS Employee Separations - FY 1981

	<u>FEDERAL</u>	<u>CIA</u>
Population =	1,290,000	
Separations =	154,314	
Resignations =	42%	
Retirements =	20%	
Other =	38%	
Attrition Rate =	12%	

25X1

In addition to the perspective gained by viewing Agency attrition against Federal levels, it is also useful to view a number of separation factors in combination with each other. As an example, in terms of numerical size the attached data would support to show that the typical separating employee was a non-minority male operations employee from the DDO who was retiring with an advanced degree at 50-60 years of age with 25/35 years of Agency service. In an effort to facilitate a clearer understanding of the complex topic of attrition, we have provided data on a number of separation factors, including:

- ° Reason ✓
- ° Fiscal Year
- ° Educational Level
- ° Directorate
- ° Occupational Groups ✓
- ° Sex
- ° Minority Status
- ° Age
- ° Length of Agency Service
- ° S D

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Agency Attrition Review
(October 1978 - March 1983) - Continued

The material that follows represents an effort to highlight the significance of these factors as shown in the attached statistical review.

Reason for Separation

2. Although the reasons for Agency employee separations do not show a dramatic change over the last five years, the low level of our retirements in FY 1981 and FY 1982 resulted in showing larger percentages for personal and job separations. Retirements by far, however, are consistently the leading reason for separation.

Fiscal Years

3. It is quite evident that the number of Agency separations has been shrinking by about 5% per year since FY 1978. This is particularly significant in view of our increasing Agency strength since FY 1979. A significant reduction in FY 1981 and 1982 retirements may be explained by the lack of "Early Out" retirements being offered since FY 1980. A simple projection of FY 1983 separations to date, would indicate FY 1983 separations roughly equivalent to FY 1982.

Educational Levels

4. By far, the predominant educational level of separating Agency employees is "Advanced Degree". For the purpose of this study, "Advanced Degree" is defined as having completed academic work beyond the Bachelor's degree. The large percentage (64%) of our separating employees with advanced degrees is particularly surprising when noting that only 44% of all of our Agency employees have college degrees at, at least, the Bachelor's level. The reasons for the separation of employees with advanced degrees seem to be on a par with the Agency norms, with only about a 4% shift from retirements to resignations for job or personal reasons. However, it maybe useful to study this factor in more detail.

Directorates

5. The Directorate attrition rates vary because of a number of factors, including reassignments between Directorates. For FY 1982, the Agency attrition was as follows:

CIA = 4.5%
DDA = 6.4%
DDO = 2.5%
DDS&T = 4.5%
DDI = 3.3%
DCI = 4.3%

The attached data shows the distribution of actual separations by reasons, within Directorates. It is not surprising that the DDA and DO have the largest retirement groups, and the other Directorates are more equally spread among all the various separation reasons.

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Agency Attrition Review
(October 1978 - March 1983) - Continued

Occupational Categories

6. The operations and communications categories are separating for predominantly retirement reasons. The other occupational categories are spread more evenly over the various reasons for separation. Since FY 1978, a trend is discernable which has reduced the percentage of operations retirees and increased the percentage of Analytical and Technical retirees. However, this change in DDO retirements may only reflect the impact of the FY 1978 and FY 1979 DDO cuts, and the lack of FY 1981 and FY 1982 "Early Outs".

Sex

7. Male reasons for separation show dramatic differences from those of female employees. While females leave primarily for personal reasons, personal reasons is the least prevalent reason for males. While male retirements are more than twice the combined percentages of resignations for job and personal reasons, female retirements amount to less than half of the percentages for job and personal resignations. It is quite evident that females have a far different career pattern in the Agency than males.

Minorities

8. The separation patterns for minorities show a significant deviation from non-minorities. However, care must be taken in evaluating this data because of the small size of the minority separations. In addition, the minority separations differ from non-minorities by being 40%, rather than 27% clerical. Even with this in mind, however, it is surprising that the number separating through firing is roughly equal to the number resigning for either job or personal reasons.

Age and Agency Service

9. Not surprisingly, most employees who resign for personal or job reasons do so in their 20's or 30's. The overwhelming reason for separations after age 40 is retirement. The same type of factor is true of employees with less than 15 years of service. Those with more than 15 years of service are more likely to separate for retirement, while those with less than 15 years of service are more likely to resign because of job or personal reasons.

10. HRPS will continue to review Agency attrition factors on a time-available basis. However, a considerable amount of detailed information has been structured concerning Agency separations since FY 1977, and this data is readily available to respond to any questions of specific interest.

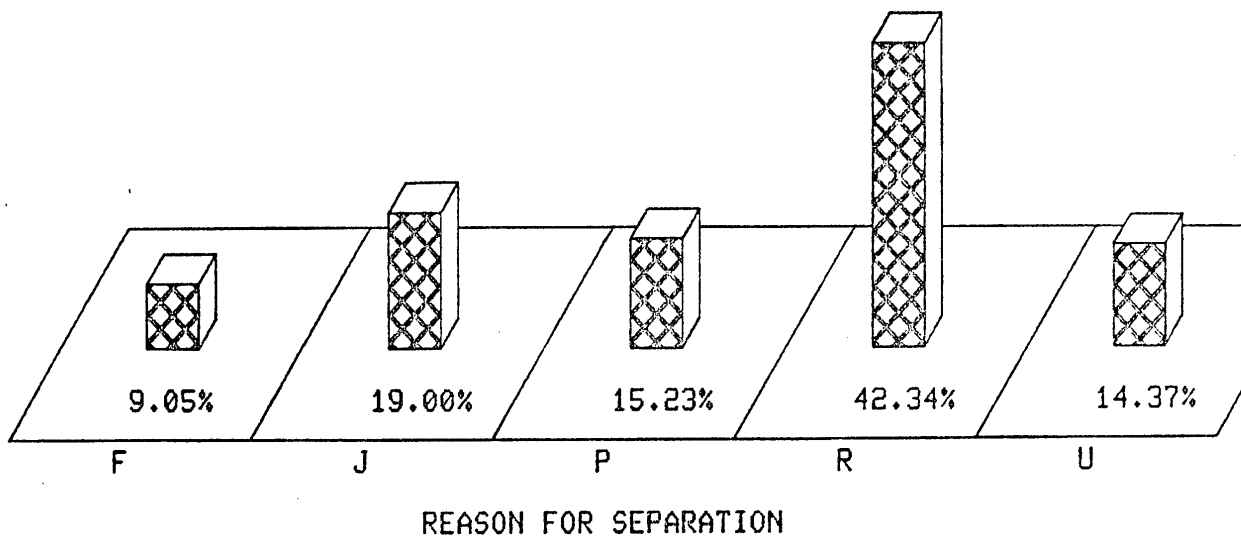
Attachments: Factor Separation Charts

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SEPARATION REASONS DURING LAST 5.5 FISCAL YEARS

PERCENTAGE BLOCK CHART



LEGEND:

F=TERMINATION J=JOB FACTORS P=PERSONAL FACTORS
R=RETIREMENT U=UNKNOWN REASON

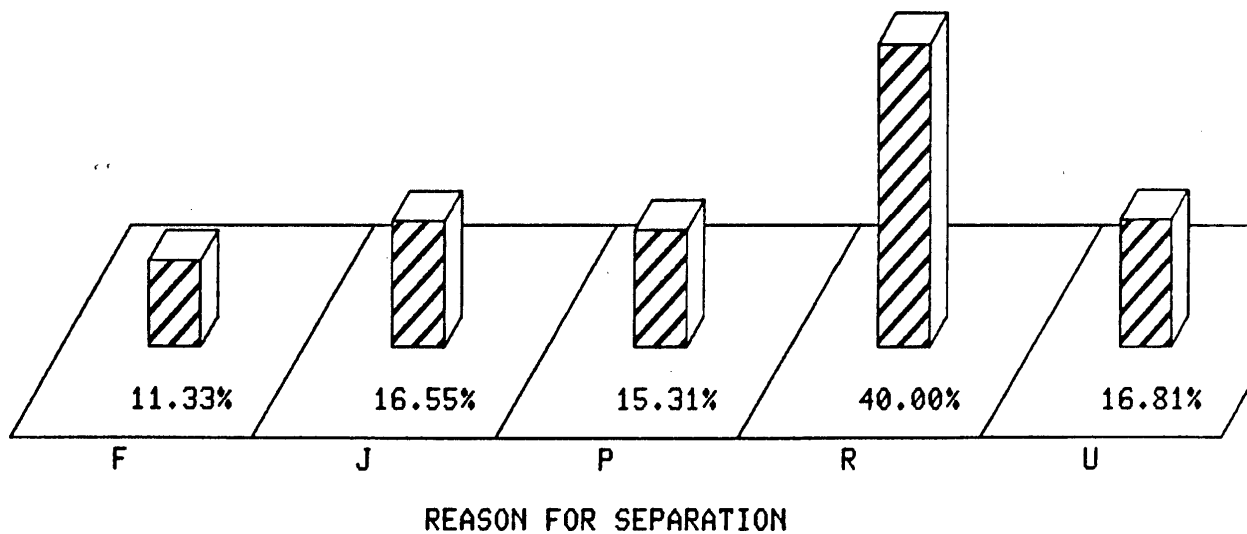
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SEPARATION REASONS FOR EACH FISCAL YEAR

YEAR=78

PERCENTAGE BLOCK CHART



LEGEND:

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R=RETIREMENT U=UNKNOWN REASON

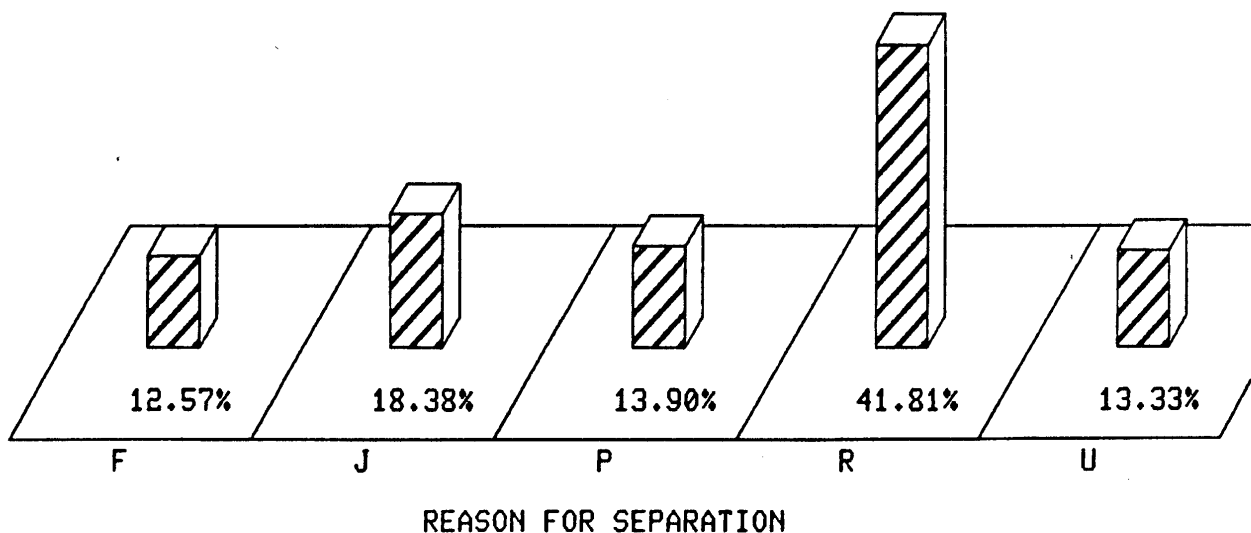
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SEPARATION REASONS FOR EACH FISCAL YEAR

YEAR=79

PERCENTAGE BLOCK CHART



LEGEND:

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R=RETIREMENT U=UNKNOWN REASON

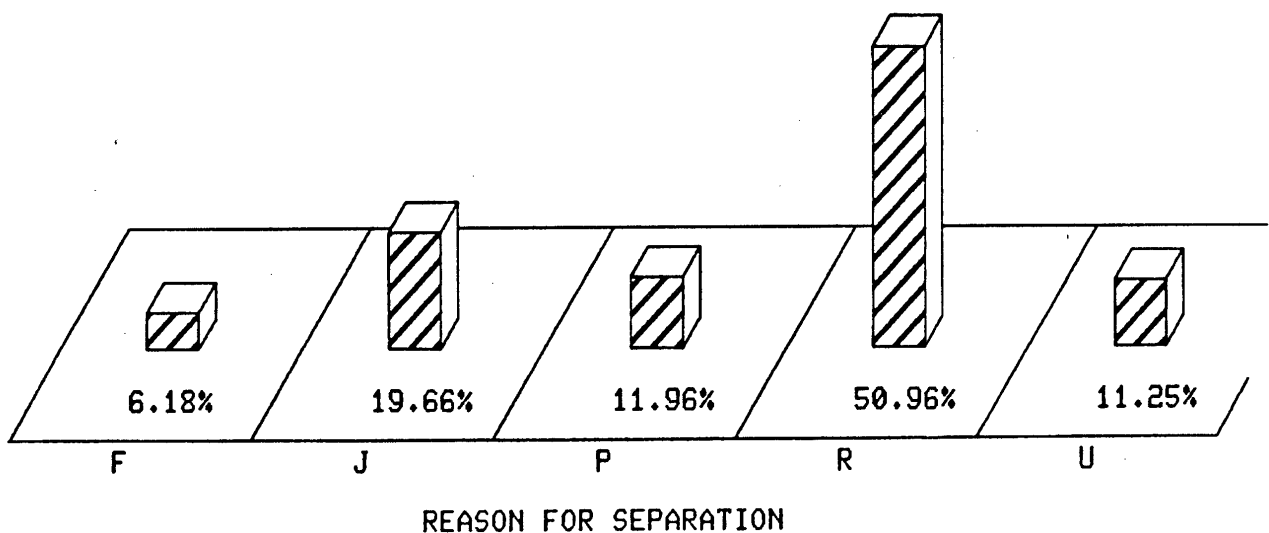
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SEPARATION REASONS FOR EACH FISCAL YEAR

YEAR=80

PERCENTAGE BLOCK CHART



LEGEND:

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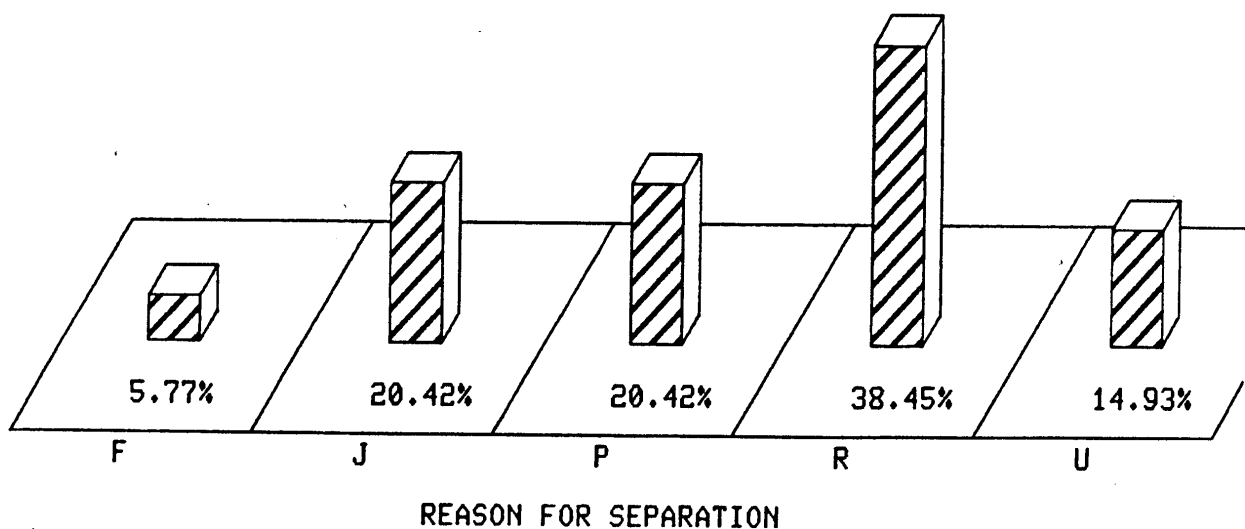
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SEPARATION REASONS FOR EACH FISCAL YEAR

YEAR=81

PERCENTAGE BLOCK CHART



LEGEND:

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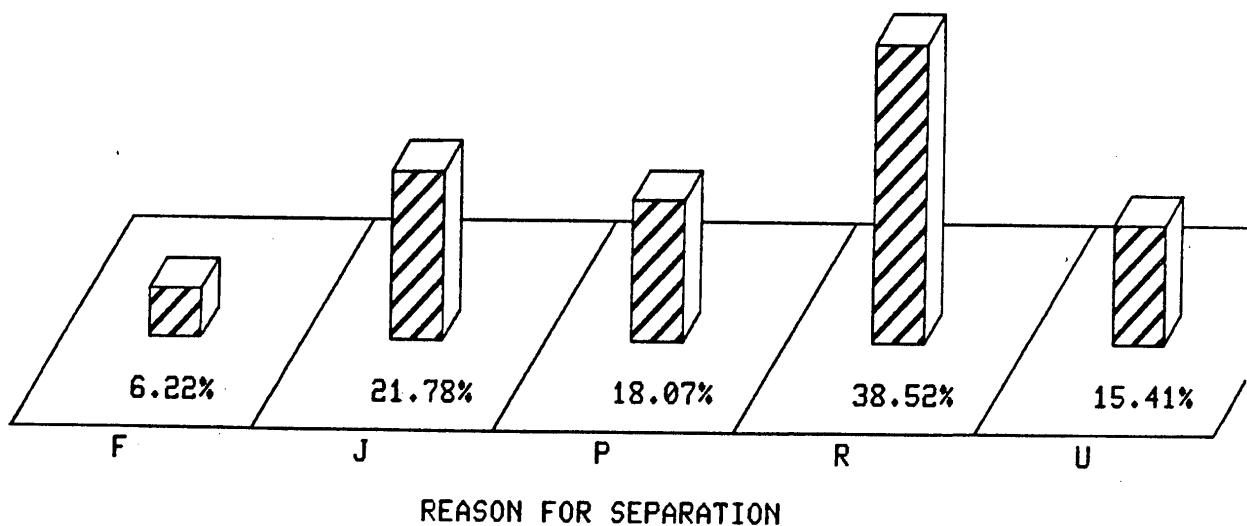
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SEPARATION REASONS FOR EACH FISCAL YEAR

YEAR=82

PERCENTAGE BLOCK CHART



LEGEND:

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R=RETIREMENT U=UNKNOWN REASON

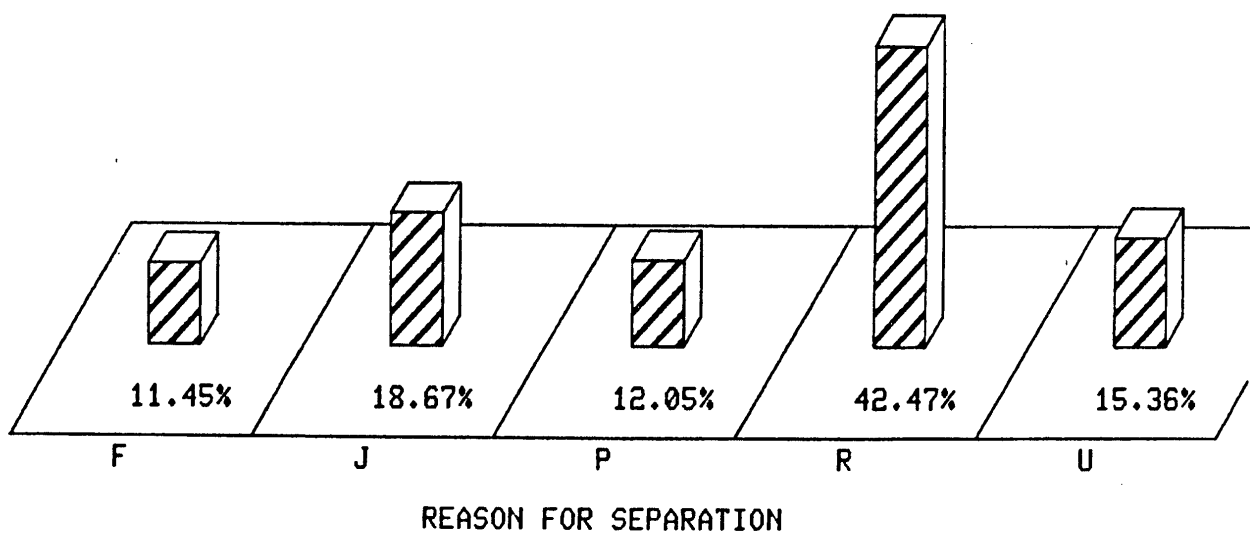
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SEPARATION REASONS FOR EACH FISCAL YEAR

YEAR=83

PERCENTAGE BLOCK CHART



LEGEND:

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R=RETIREMENT U=UNKNOWN REASON

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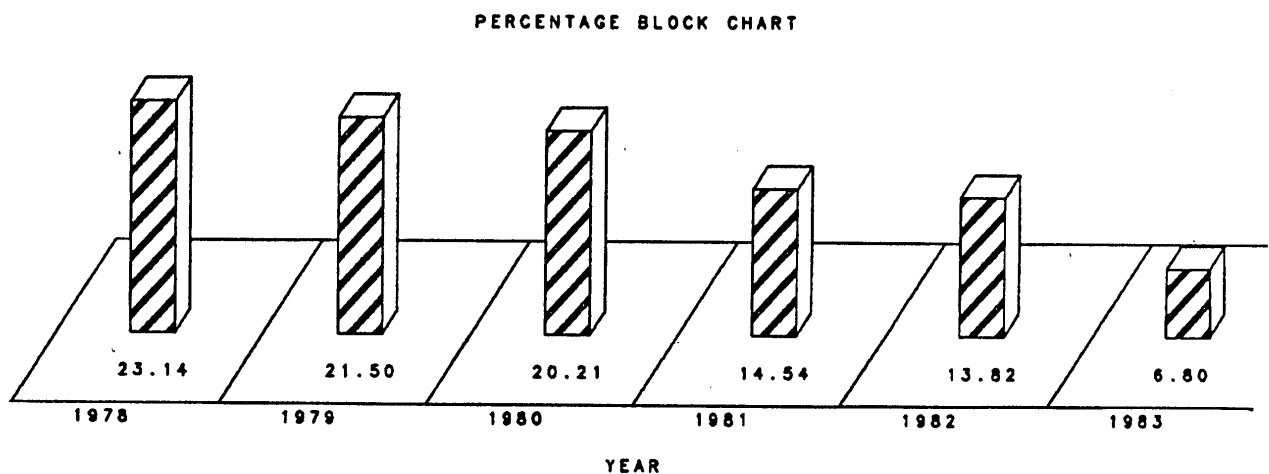
FISCAL YEARS

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SEPARATION DURING EACH FISCAL YEAR



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EDUCATION LEVEL

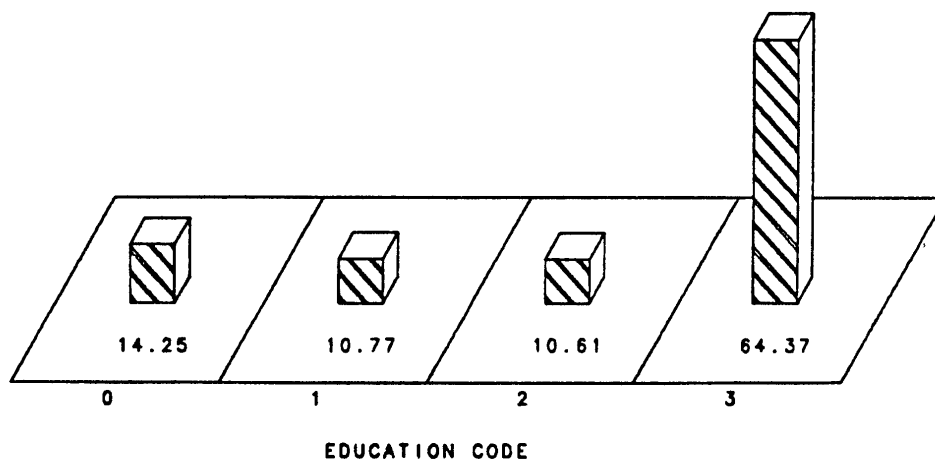
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SEPARATIONS AT EACH EDUCATION LEVEL

PERCENTAGE BLOCK CHART



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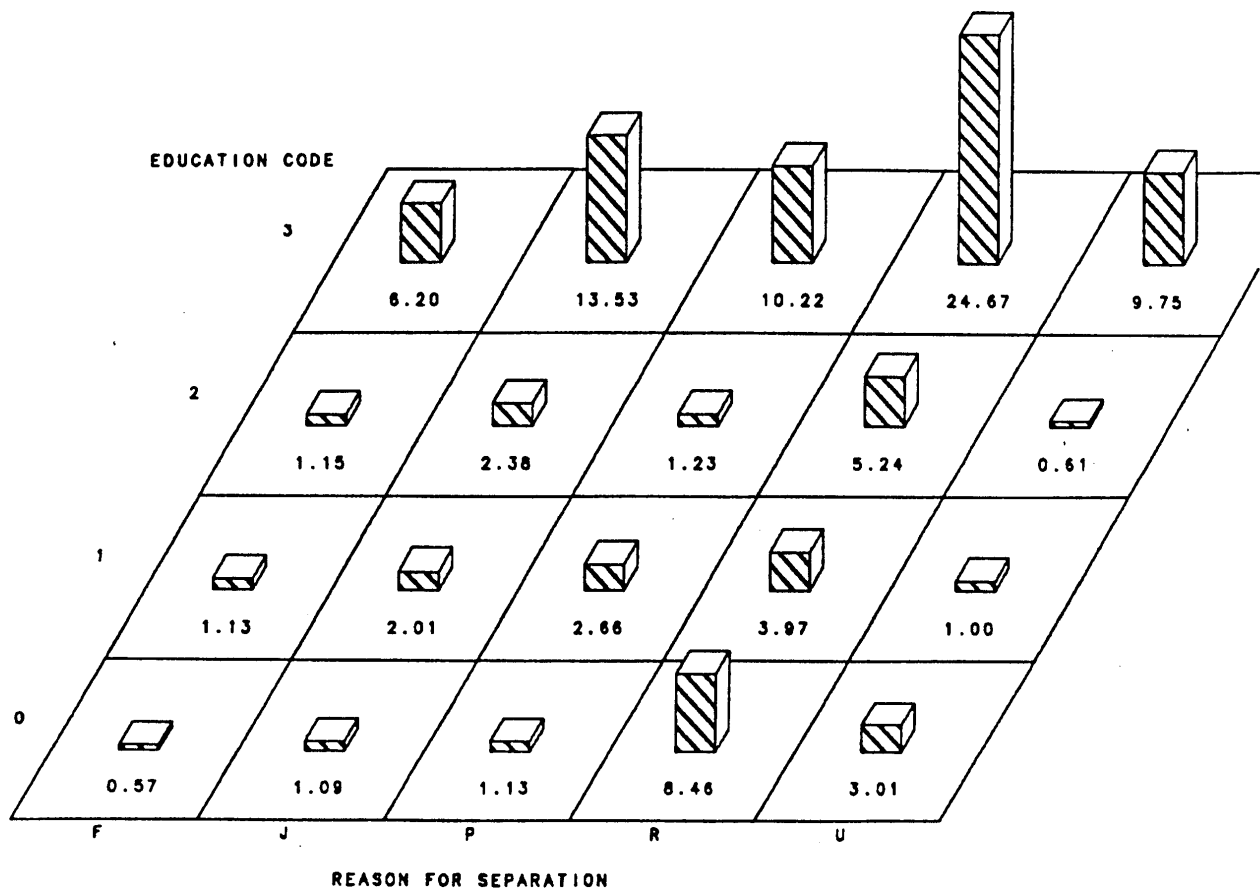
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SEPARATION REASONS FOR EACH EDUCATION LEVEL

PERCENTAGE BLOCK CHART

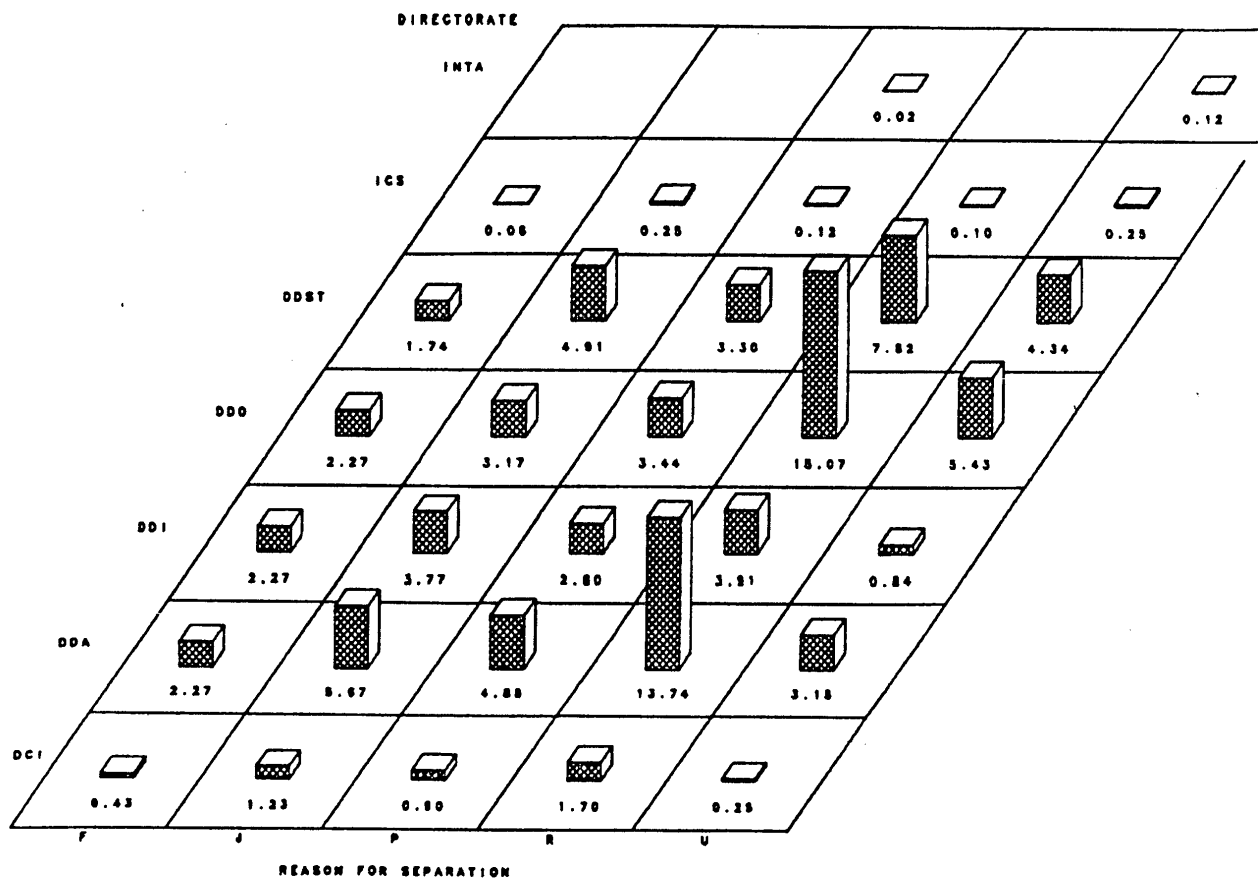


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DIRECTORATE

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SEPARATION REASONS BY EACH DIRECTORATE



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OCCUPATIONAL GROUPS

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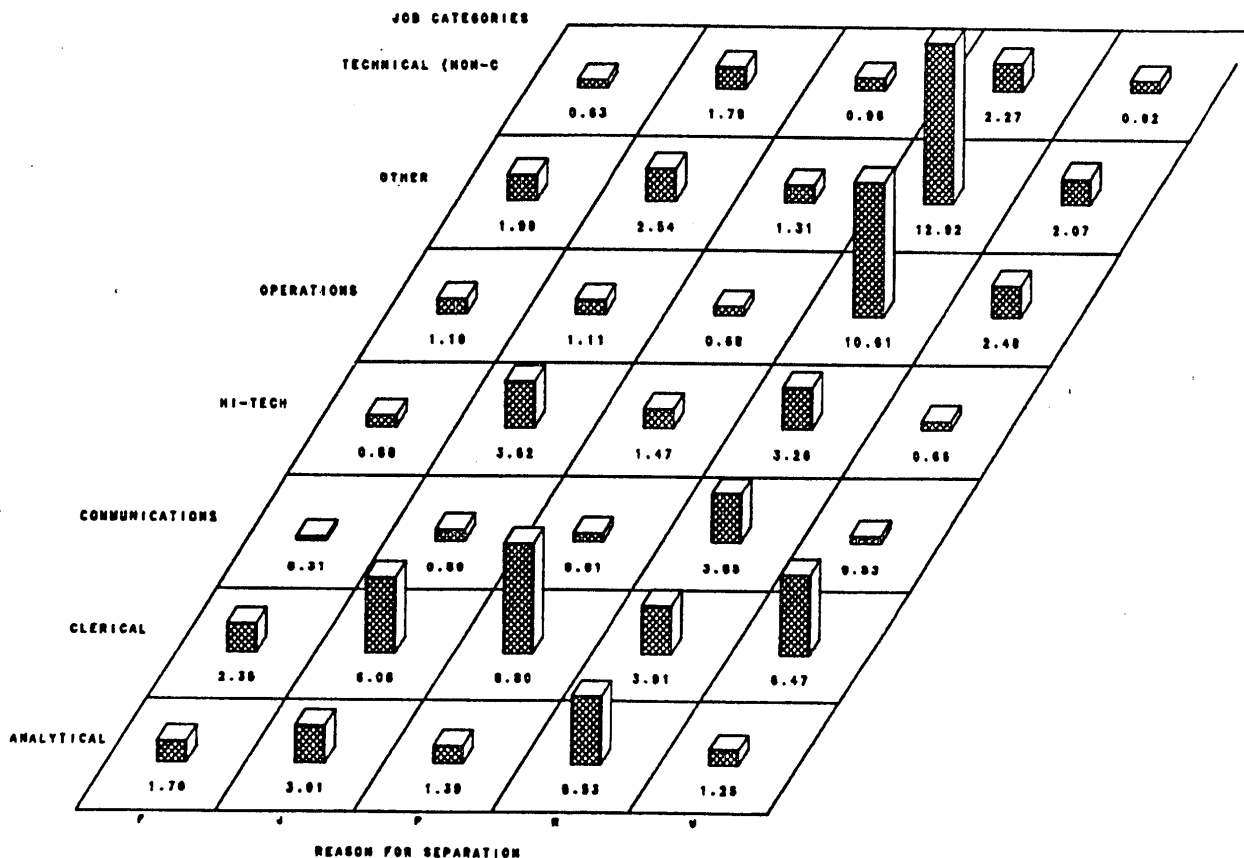
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SEPARATION REASON BY EACH OCCUPATIONAL GROUP

PERCENTAGE BLOCK CHART



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SEX GROUPS

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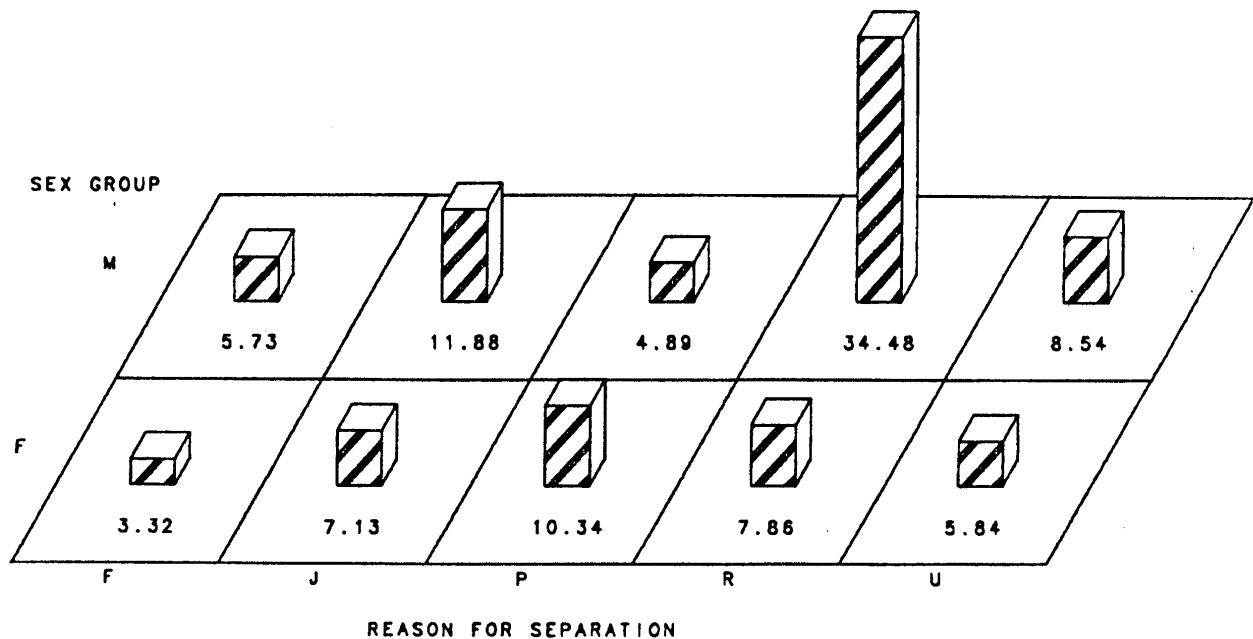
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SEPARATION REASONS BY EACH SEX GROUP

PERCENTAGE BLOCK CHART



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MINORITY GROUPS

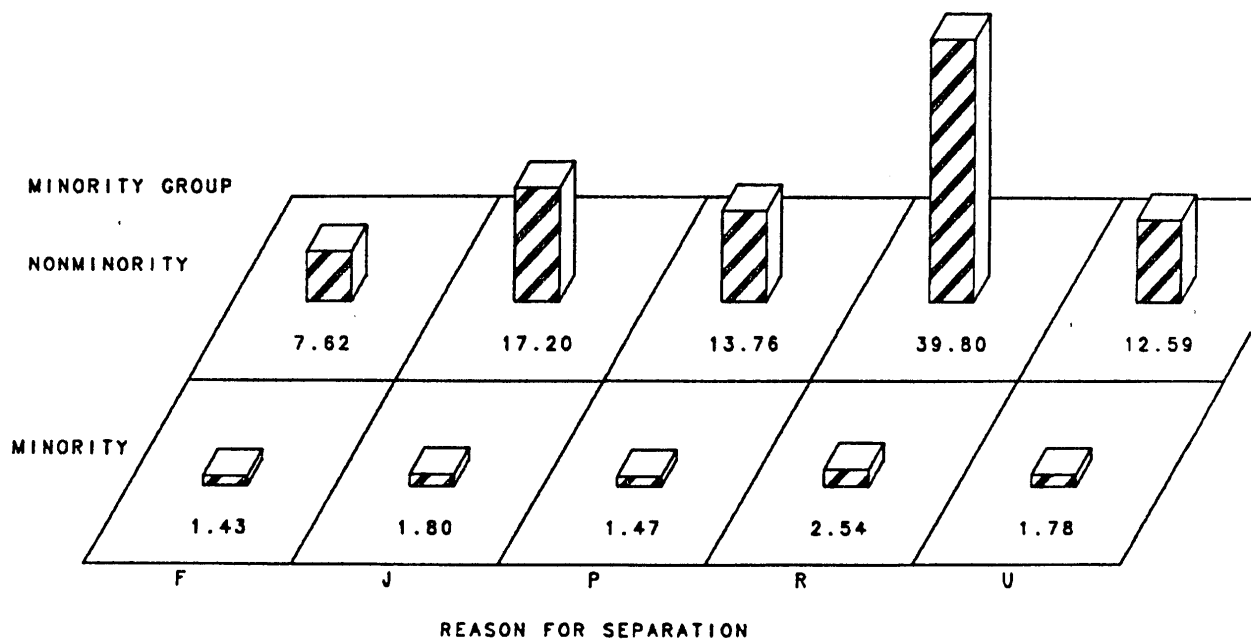
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SEPARATION REASON BY MINORITY & NON-MINORITY GROUPS

PERCENTAGE BLOCK CHART



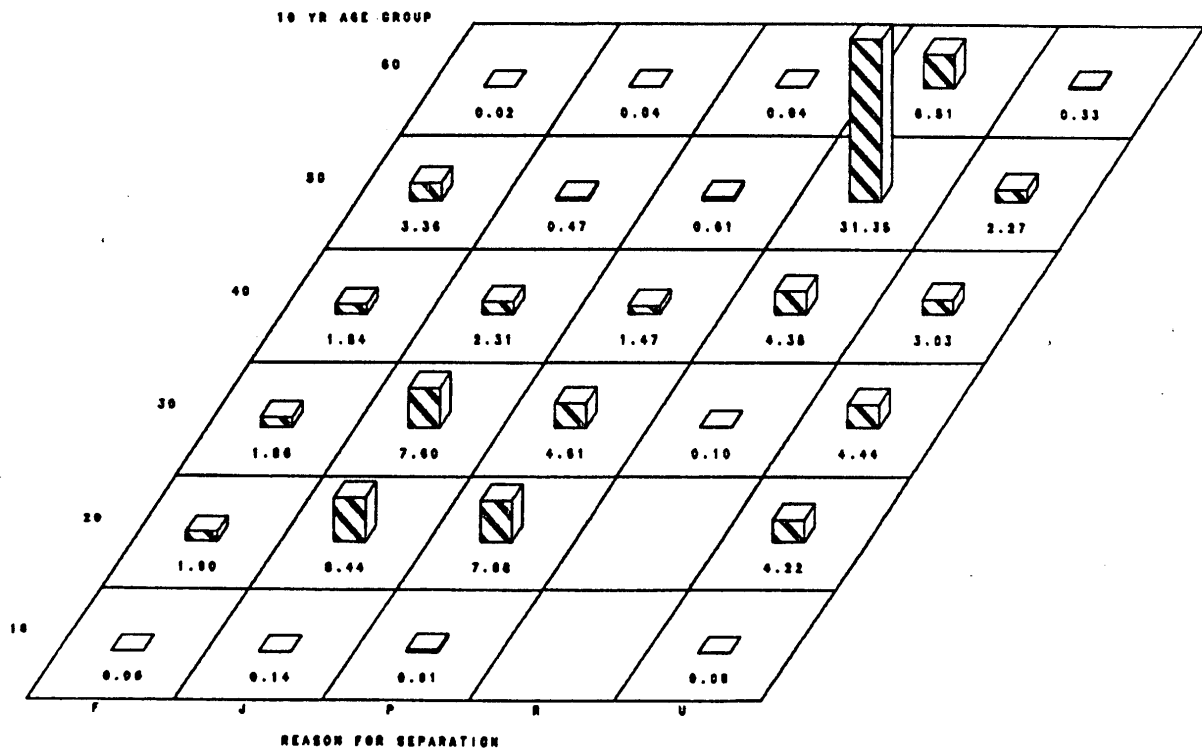
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AGE GROUPS

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SEPARATION REASONS BY TEN YEAR AGE GROUPS

PERCENTAGE BLOCK CHART



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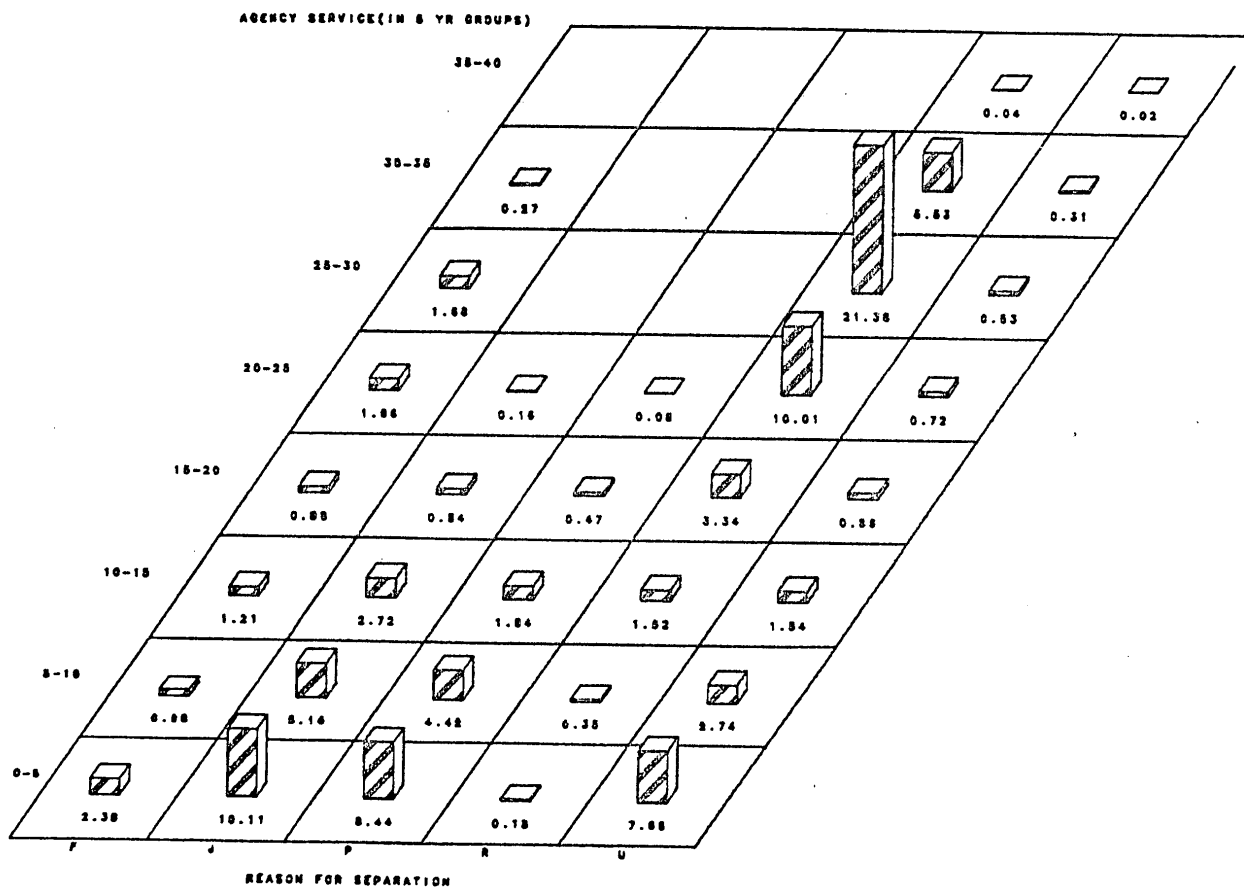
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AGENCY SERVICE

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SEPARATION REASONS BY YEARS OF AGENCY SERVICE



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STAT

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YR	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
78	1111	1111	24.311	24.311
79	1085	2196	23.742	48.053
80	989	3185	21.641	69.694
81	720	3905	15.755	85.449
82	665	4570	14.551	100.000

DIR	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
DCI	199	199	4.354	4.354
DDA	1357	1556	29.694	34.048
DDCT	15	1571	0.328	34.376
DDI	53	1624	1.160	35.536
DDO	1351	2975	29.562	65.098
DDRM	21	2996	0.460	65.558
DDST	1018	4014	22.276	87.834
INTA	7	4021	0.153	87.987
NFAC	549	4570	12.013	100.000

SUB	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
ANALYTICAL	579	579	12.670	12.670
CLERICAL	1319	1898	28.862	41.532
COMMUNICATIONS	267	2165	5.842	47.374
HI-TECH	436	2601	9.540	56.915
OPERATIONS	729	3330	15.952	72.867
OTHER	945	4275	20.678	93.545
TECHNICAL (NON	295	4570	6.455	100.000

REA	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
COMMUNITY FACTOR	145	145	3.173	3.173
JOB FACTOR	865	1010	18.928	22.101
UNKNOWN-OTHER	535	1545	11.707	33.807
PERSONAL FACTOR	560	2105	12.254	46.061
RESIG-LIEU OF TE	382	2487	8.359	54.420
RETIREMENT	1923	4410	42.079	96.499
TERMINATION BY C	24	4434	0.525	97.024
UNKNOWN-UNDETERMINED	136	4570	2.976	100.000

PER SIGNAL (arrow from OTHER to PERSONAL FACTOR)
FIRE (arrow from RETIREMENT to TERMINATION BY C)

DEG	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
< 4YR. DEGREE	636 4	4	0.102	0.102
ADVANCED DEGREE	3110	3114	79.054	79.156
BACHELOR	405	3519	10.295	89.451
HIGH SCHOOL	415	3934	10.549	100.000

SEX	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
F	1588	1588	34.748	34.748
M	2982	4570	65.252	100.000

MIN	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
0	4161	4161	91.050	91.050
1	297	4458	6.499	97.549
2	54	4512	1.182	98.731
3	1	4513	0.022	98.753
4	52	4565	1.138	99.891
7	1	4566	0.022	99.912
8	3	4569	0.066	99.978
9	1	4570	0.022	100.000

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BY SAS RELEASE 79.5 INFILE(FILE BMVCON OUTPUT A1) LRECL=117

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4	REA	CHAR	20	31		
8	SEX	CHAR	1	99		
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3	SUB	CHAR	20	11		
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1	YR	CHAR	2	4		

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OBS	YR	DIR	SUB	REA	DEG
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3	78	DCI	ANALYTICAL	RETIREMENT	BACHELOR
4	78	DCI	ANALYTICAL	RETIREMENT	HIGH SCHOOL
5	78	DCI	CLERICAL	COMMUNITY FACTOR	ADVANCED DEGREE
6	78	DCI	CLERICAL	JOB FACTOR	ADVANCED DEGREE
7	78	DCI	CLERICAL	JOB FACTOR	ADVANCED DEGREE
8	78	DCI	CLERICAL	JOB FACTOR	ADVANCED DEGREE
9	78	DCI	CLERICAL	JOB FACTOR	ADVANCED DEGREE
10	78	DCI	CLERICAL	JOB FACTOR	HIGH SCHOOL

OBS	NAME	SSN	SEX	MIN	VAR1
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STAT

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